



National Commission on the Future of the Army

2530 Crystal Drive, Zachary Taylor Building, Suite 5000
Arlington, VA 22202

SUBJECT: National Commission on the Future of the Army (NCFA) Force Generation Subcommittee Meeting 11 September 2015 Minutes

Date: 11 September 2015

Time: 1300-1405 hours

Location: 2530 Crystal Drive, Zachary Taylor Bldg. 5th Floor, Crystal City VA 22202

Format: Teleconference

Attendees:

Commissioner Larry R. Ellis, Subcommittee Chairman (via telecom)
Commissioner Robert F. Hale, Subcommittee Member (via telecom)
Commissioner James D. Thurman, Subcommittee Member (via telecom)
Mr. Rickey Smith – NCFA Staff Director
Ms. Cherie Emerson – NCFA Staff
LTC Tim Palmer – NCFA Staff
COL Kelly Peters – NCFA Staff
COL Kurt Weinand – NCFA Staff
Mr. Greg Johnson – NCFA Staff
Mr. Andy Feickert – NCFA Staff
Mr. Sankar Bhattacharjee – NCFA Staff
Mr. Jason Southerland – NCFA Staff
LTC Sean Spence – NCFA Staff
CPT Sarah Moore – NCFA Staff
Mr. Mark Pizzuto – Alternate Designated Federal Official (ADFO)

Documents Considered by or Submitted to Sub-Committee:

- (1) Mandatory Training Requirements and Mobilization Force Generation Installations (MFGI) information paper
- (2) Boots on the Ground (BOG) / Dwell information paper

Meeting Summary

The teleconference commenced at 1300 hours when three of four Subcommittee members joined by telephone with NCFA staff in the Taylor building, 5th floor BRAC conference room. Commissioner Lamont was traveling and unable to participate. The Subcommittee Chair provided opening remarks and reviewed the agenda with the group. The purpose of the teleconference was to assess two draft papers: (1) Mandatory Training Requirements and Mobilization Force Generation Installations (MFGI) and (2) Boots on the Ground (BOG) / Dwell paper. If the papers were adequate, NCFA staff would present the papers during the NCFA open meeting on 17 September 2015 as part of the subcommittee update to the full Commission.

SUBJECT: National Commission on the Future of the Army (NCFA) Force Generation Subcommittee Meeting 11 September 2015 Minutes

Mandatory Training Requirements:

Discussions began with proposals from NCFA staff addressing concerns by all Army components of the significant time required to complete mandatory training in accordance with AR 350-1, Army Training and Leader Development. Reserve Component (RC) leaders have significant concerns that mandatory training identified in AR 350-1 consumes a large portion of the 39 days of training funded per fiscal year. Department of the Army, Forces Command, National Guard Bureau, and US Army Reserve Command leaders are aware of these concerns and has addressed the issue in previous three years at Army Training and Leader Development Conferences (ATLDC). However, no significant steps have been completed to reduce mandatory training requirements. The Subcommittee directed the NCFA staff to examine AR 350-1 requirements and make proposals for reducing mandatory training requirements.

The NCFA staff identified 18 specific recommendations from the 2015 ATLDC to reduce or modify mandatory training requirements. Commissioners concurred with the ATLDC recommendations, and further identified the need for the Army to establish a formal process to review/approve adding emergent training requirements. All the recommendations would combine to allow commanders greater latitude in deciding tasks and methods to complete requirements. Additional proposals from NCFA staff to the Subcommittee are: (1) allow the RC to leverage more online training; (2) reduce the frequency requirement from one to two years for some tasks in RC units; (3) consolidate related topics; and (4) change some tasks from mandatory to recommended.

Commissioners then discussed an aspect of Army culture where leaders are averse to taking risk in mandatory training. Assessing mandatory training requirements in the Commander's Unit Status Report (CUSR) will allow commanders at the 2/3-star level to issue guidance concerning AR 350-1 training and commanders at the LTC/COL level could provide comments on how they address those requirements.

The Subcommittee approved the draft paper with the following refinements:

- (1) Recommend setting 1 October 2016 to begin implementing all proposals.
- (2) Propose the Training General Officer Steering Committee (TGOSC) as a possible venue for vetting mandatory training requirements.
- (3) Capture the status of mandatory training requirements within CUSR.
- (4) Address mandatory training in the NCFA final report due to importance.

Mobilization Force Generation Installations: NCFA staff briefed the proposals from a draft paper addressing MFGIs. One concern was the sufficiency of current Army investments in MFGIs to maintain platform viability and to provide adequate throughput in case of major contingencies. Currently, two of seven of the designated primary MFGIs are active: Ft. Bliss, TX, and Ft. Hood, TX. In addition to unit deployment processing at the two active MFGIs, the Army has consolidated all CONUS Replacement Center (CRC) operations for mobilizing individual augmentees at FT. Bliss, TX.

Active mobilization sites throughput remains adequate for current force deployment requirements. Forces Command has assessed a near-simultaneous mobilization requirement of

SUBJECT: National Commission on the Future of the Army (NCFA) Force Generation Subcommittee Meeting 11 September 2015 Minutes

8,000 Soldiers would require reactivation of additional MFGIs. This expansion of mobilization capacity would take between 180 and 225 days to complete. However, waiving certain statutory requirements and Secretary of Defense policies could reduce this time to as little as 30 days.

The NCFA staff proposed the Army develop a detailed Mobilization Plan to identify resources required to expand its mobilization base in event of future contingencies. Additionally, the staff proposed adequate funding for all seven primary MFGIs to maintain sufficient mobilization capability to expand rapidly.

Discussion with the Commissioners ensued pertaining to manpower needed for expansion of mobilization platforms and the definition of adequate funding. Specifically, Commissioners asked where people would come from to expand the mobilization base? Military and civilian support for mobilizations was discussed. First Army can shift their focus from pre-mobilization to post-mobilization support and most installations will retain Mobilization Support Elements (MSE) stood up over the past decade to support mobilizing units. The question was posed: What is adequate funding for MFGIs? The consensus was to look at FY 15, and proposed, FY 16, funding levels to see if MFGIs are already adequately funded.

The Subcommittee agreed resourcing of MFGIs may not be an issue, but a more thorough assessment of the funding status, in particular FY 16, is needed prior to making a final recommendation. Even though funding for MFGIs may be a non-issue, the group agreed the final assessment of MFGIs should be briefed to the full Commission to show due diligence.

Next, the Commissioners and NCFA staff had a brief discussion about the draft Boots on the Ground (BOG) to dwell ratio paper. The group discussed the comments from Army senior leaders on how demand for forces has not reduced significantly even with the winding down of combat operations in Iraq and Afghanistan. There were some questions about how this level of demand could continue since there were between 75,000 and 100,000 Army troops deployed in the 2007-2009 timeframe. Assessment was emergent and various demands continued to increase. Additionally, discussion centered on greater use of the RC as part of the Total Force and how that could help address the demand by increasing supply. Funding rather than authority to employ the RC seems to be the limiting factor for RC utilization for Overseas Contingency Operations (OCO) funded demands. Recent internal Army Program Objective Memorandum (POM) deliberations pertaining to base funding allocation for greater use of the RC were discussed. There was consensus in the group that RC utilization is a vital topic thread that must be explored for the final report.

The teleconference concluded with Ms. Emerson discussing the agenda for the upcoming Subcommittee meetings on 16 and 17 September 2015.

The meeting adjourned at 1405 hours.